



BUSINESS CLIMATE

**THIS STATE'S
BUSINESS CLIMATE
WAS RANKED
NO. 1 BY BUSINESS
FACILITIES IN 2014**

**THIS STATE HAS BEEN
HOME TO THE NATION'S
BEST STATE WORKFORCE
TRAINING PROGRAM FIVE
YEARS RUNNING**

**THIS STATE HAS THE
LOWEST TAX BURDEN
IN THE U.S. FOR NEW
MANUFACTURING
OPERATIONS**

**IN 2014, THIS STATE
WAS RANKED
NO. 1 FOR EXPORT
PERFORMANCE**

**THIS STATE IS ONE
OF ONLY TWO IN THE
NATION AND THE ONLY
ONE IN THE SOUTH
WHERE ALL SIX CLASS
1 RAILWAYS CONNECT**

**THE EXPEDITED PERMIT
PROCESSING PROGRAM
IN THIS STATE CUTS
PERMITTING TIME FROM
12-24 MONTHS DOWN TO
ONLY 5-6 MONTHS**

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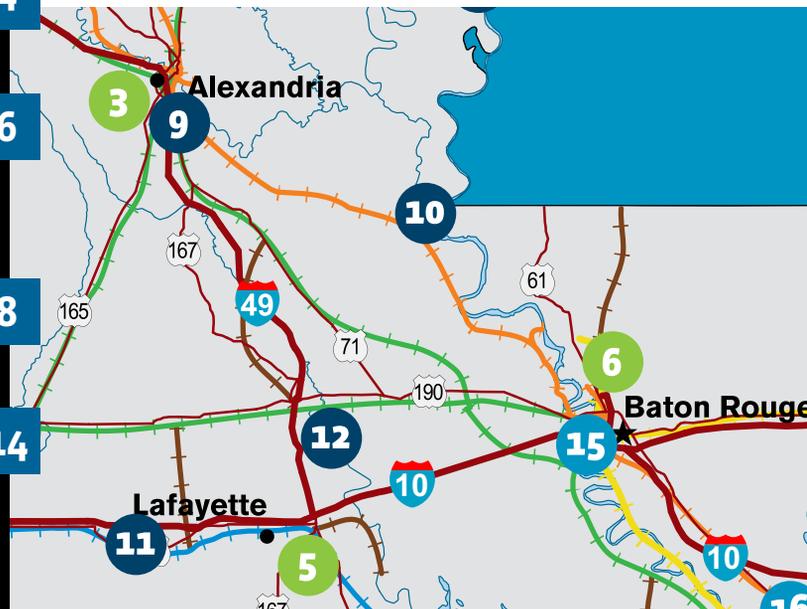
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letter from Secretary Moret

What is
LOUISIANA?



In 2014, for the first time ever, Louisiana claimed the No. 1 ranking for Best Business Climate in the U.S., a highlight of the 2014 State Rankings Report published by *Business Facilities* magazine. Our state also ranked No. 2 in *Site Selection* magazine's Top U.S. Business Climates. Louisiana has improved dramatically and now places higher in every major national ranking of state business climates than it ever did prior to 2008.

We explore the making of that great success story in this issue of *Louisiana Economic Quarterly*. We'll look at the unique and compelling advantages Louisiana now offers the business world – critical factors in the state's rise to business climate success. Among those distinctions is Louisiana's low tax state/local burden for businesses and individuals, which is a boon to new and mature firms in the state. We'll examine how Louisiana's superior transportation infrastructure provides companies with unrivaled access to resources and global markets. You'll learn why business investors launching a project in Louisiana gain an early edge: Our state's expedited permitting program dramatically reduces permitting time – often saving six months to a year in project time – and our top-ranked state workforce training program, LED FastStart®, rapidly ramps up a project workforce that's prepared for their jobs from day one. In Louisiana, you'll also enjoy industrial utility rates that consistently rank among the lowest in the nation.

In addition, this issue provides insight into some of Louisiana's major economic development announcements during 2014 and why companies were drawn to our state by these same business climate advantages. In our EQ&A feature, we visit with Greg Rusovich, Chairman of the Louisiana Board of International Commerce about his perspective on Louisiana's ascent as a top exporting state and a major market for foreign direct investment projects.

As you enjoy this latest issue of *EQ*, I thank you for your continued interest in Louisiana – America's new frontier for business opportunity.

Stephen Moret, Secretary
Louisiana Economic Development

ECONOMIC UPDATE

LOUISIANA'S ECONOMY

Q4 2014

BANKING

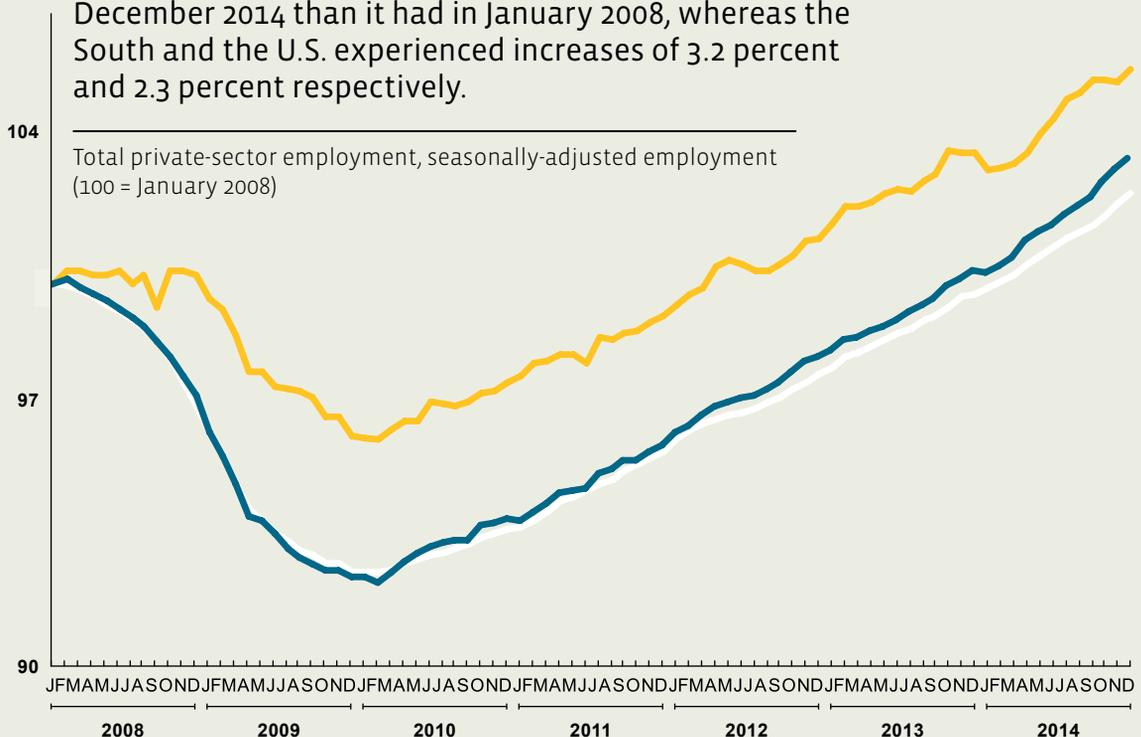
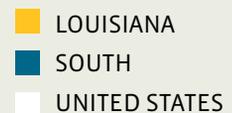
Total bank equity capital of Louisiana's 138 FDIC-insured reporting institutions was up **43 PERCENT** since January 2008, compared to the nation's growth of 28.8 percent. Total assets grew **29.3 PERCENT** since January 2008, compared to the nation's 19.3 percent growth.



EMPLOYMENT

Louisiana's private sector employment levels have **OUTPERFORMED** both the South and the nation since 2008.

Louisiana had **5.6 PERCENT MORE PRIVATE SECTOR JOBS** in December 2014 than it had in January 2008, whereas the South and the U.S. experienced increases of 3.2 percent and 2.3 percent respectively.



RANKINGS



Louisiana’s business climate was **RANKED NO. 2** in the *Site Selection* 2014 Top U.S. Business Climates, the state’s highest-ever placement in the magazine’s annual ranking.

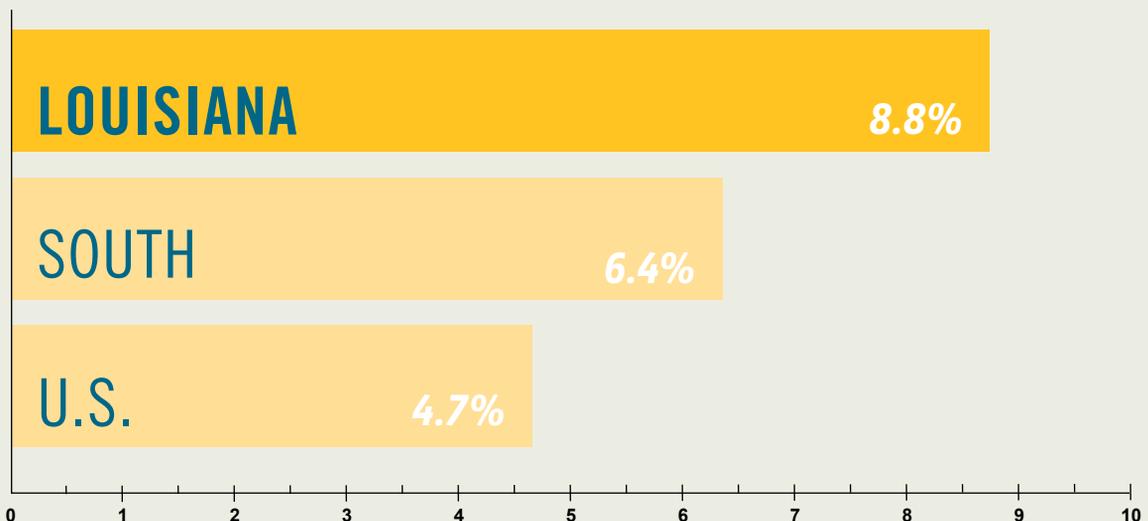
Louisiana **IMPROVED 11 SPOTS** to No. 29 in the *Forbes* ranking of Best States for Business, tying for second most improved state in the U.S. since January 2008.



National location marketing firm Development Counsellors International ranked Louisiana’s business climate **NO. 10 IN THE U.S.**, a gain of 20 spots since the previous 2011 ranking.

REAL GROSS DOMESTIC PRODUCT (GDP)

Louisiana’s real GDP growth since 2007 was **8.8 PERCENT**, outpacing both the South (6.4 percent) and the US (4.7 percent).



MOMENTUM MEETS OPPORTUNITY

In 2014, record business climate rankings combined with new tech, energy, logistics and manufacturing investments to secure Louisiana’s standing as the new frontier for business opportunity.

Louisiana reached exceptional heights in 2014 — climbing to No. 1 in *Business Facilities* magazine’s Best Business Climates — while attracting a remarkable slate of new technology, international commerce, manufacturing and energy projects that further established the state as the new frontier for business opportunity. More than 70 projects secured by Louisiana Economic Development in 2014 will generate more than 25,000 new jobs and over \$16 billion in new capital investment within the state in the near future.

CSC, a global technology leader with more than 74,000 professionals, selected Louisiana’s National Cyber Research Park for one of the year’s marquee projects. In February 2014, CSC announced it

will build a 116,000-square-foot, next-generation technology center and create 800 direct jobs. Construction began five months later on the facility that will be critical to CSC’s support of federal and global commercial customers.

In a year of technology growth statewide, Lafayette also attracted a major project in CGI’s 400-job IT center at the University of Louisiana at Lafayette Research Park. Two additional software technology projects selected Lafayette — Perficent and Enquero — while video game developer High Voltage Software and avionics specialist Performance Software chose New Orleans, and Stixis Technologies and qalytics LLC announced projects at the Louisiana Technology Park in Baton Rouge.

EXAMPLES OF 2014 PROJECTS



CSC
Bossier City, La.
800 new direct jobs



Cheniere Energy
Cameron Parish, La.
400 new direct jobs
(up from 280)



Yuhuang Chemical
St. James Parish, La.
400 new direct jobs



Chiquita Brands
New Orleans, La.
270 to 350 new
permanent jobs



International Shipholding Corporation

International Shipholding
New Orleans, La.
100 new jobs

+25K
new jobs
+\$16B
new capital investment

The logistics sector highlighted New Orleans' growth, with Chiquita Brands International returning banana and produce shipments to the city from Mississippi. Publicly traded International Shipholding Corp. announced its headquarters relocation to New Orleans from Alabama, and TCI Plastics announced a new 500,000-square-foot logistics facility at the Port of New Orleans for shipping the state's growing output of plastics.

Cheniere Energy announced its liquefied natural gas project in Southwest Louisiana would expand from a \$12 billion total investment to \$18 billion, with Sempra Energy launching construction of a \$6 billion LNG project and Venture Global LNG announcing a \$4.25 billion LNG project, all in Cameron Parish.

Along the Mississippi River, major industrial announcements included Marathon Petroleum's potential \$2.5 billion residual oil upgrade project and new methanol complexes to be developed by

Yuhuang Chemical (\$1.85 billion) and Castleton Commodities International (\$1.2 billion).

Electric utilities contractor Crest Industries announced an expansion of its headquarters in Central Louisiana (195 new direct and indirect jobs, \$2.3 million capital investment), while IntegriCo Composites announced the relocation of its headquarters from Texas to Springhill in north Louisiana, creating 300 new direct jobs and making a \$20 million capital investment in next-generation railroad materials.

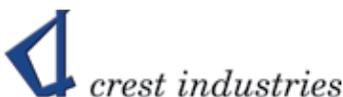
In addition to the No. 1 business climate ranking, *Business Facilities* ranked Louisiana's LED FastStart® the No. 1 state workforce program in the nation for the fifth consecutive year, *Site Selection* magazine ranked Louisiana's business climate No. 2 in the U.S., and *Chief Executive* ranked Louisiana No. 9 and the most-improved state for business over the past four years. **EQ**



CGI
Lafayette, La.
400 new direct jobs



Marathon Petroleum
Garyville, La.
65 new direct jobs
(304 new indirect jobs)



Crest Industries
Pineville, La.
90 new direct jobs
(105 new indirect jobs)



CCI
Plaquemines Parish, La.
50 new direct jobs
(291 new indirect jobs)



High Voltage Software
New Orleans, La.
80 new direct jobs

MOMENTUM >>>> LOUISIANA

STIXIS TECHNOLOGIES INC.

230 NEW DIRECT JOBS, \$59,500 AVG. SALARY

In October 2014, Stixis Technologies announced the company will open its first U.S. development center at the Louisiana Technology Park in Baton Rouge. Based in Bangalore, India, Stixis Technologies engineers comprehensive software solutions coupled with application management, maintenance and support for customers across a range of sectors, including oil and gas, health care, digital media and entertainment, education, retail and government. The company's Baton Rouge site will be known as Stixis AMIGOs Development Center, with AMIGOs representing Agility Metamorphosis Incubator for Global Operations. To secure the project, the State of Louisiana offered the company a competitive incentive package that includes the comprehensive workforce solutions of LED FastStart®. The company is also expected to utilize Louisiana's Digital Interactive Media and Software Development Incentive, as well as the Quality Jobs Program.



"We chose Louisiana and Baton Rouge after receiving excellent support from LED team members and after recognizing the value of compelling state incentives, such as LED FastStart and the Digital Interactive Media and Software Development Incentive. In addition, we will be able to partner with major Louisiana universities and we have received excellent support from BRAC as we operationalize our center to accomplish our long-term goals in Baton Rouge."

RAYUDU DHANANJAYA
President and CEO of Stixis Technologies Inc.

CASTLETON COMMODITIES INTERNATIONAL LLC

50 NEW DIRECT JOBS, \$72,000 AVG. SALARY, \$1.2 BILLION CAPITAL INVESTMENT



Castleton Commodities International (CCI) announced in October 2014 that the company will invest \$1.2 billion to develop a new methanol manufacturing plant along the Mississippi River in Plaquemines Parish. In addition to 50 new direct jobs, Louisiana Economic Development estimates the project will result in 291 new indirect jobs. During the development of

the plant, the project will create an estimated 1,000 construction jobs. CCI's Louisiana plant will produce an estimated 5,000 metric tons of methanol per day, using natural gas as the key feedstock for production. To secure the project, the State of Louisiana offered the company a competitive incentive package that includes the comprehensive workforce solutions of LED FastStart. CCI is also expected to utilize the state's Quality Jobs and Industrial Tax Exemption programs.

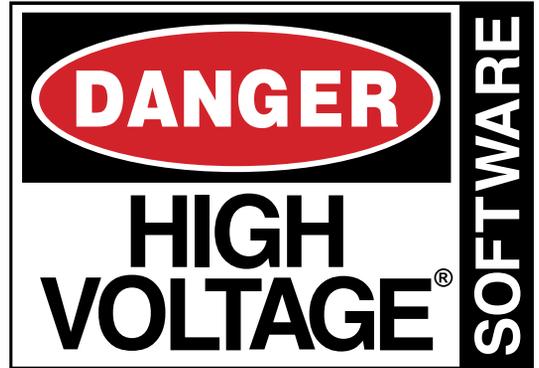
"Louisiana has a great workforce, strong business climate and robust energy infrastructure. The project location situated along the Mississippi River near New Orleans makes the site ideal for use in multiple projects."

WILLIAM C. REED II
CEO of Castleton Commodities International LLC

HIGH VOLTAGE SOFTWARE INC.

80 NEW DIRECT JOBS, SALARIES RANGING FROM \$50,000 TO \$120,000

In December 2014, High Voltage Software (HVS) announced the company will establish a new video game development studio in New Orleans, with operations beginning in January 2015. HVS will lease a suite in Place St. Charles in the city's Central Business District, where it will begin hiring immediately. HVS will create 80 new direct jobs with salaries ranging from \$50,000 to \$120,000, plus benefits. In addition, Louisiana Economic Development estimates the project will result in 116 new indirect jobs. HVS is one of the largest third-party game developers in the world. To secure the project, the State of Louisiana offered HVS a competitive incentive package that includes a performance-based \$150,000 grant to reimburse relocation expenses, along with the comprehensive solutions of LED FastStart. In addition, the company is expected to utilize Louisiana's Digital Interactive Media and Software Development Incentive.



"In the New Orleans game development studio, High Voltage Software is thrilled to continue creating new original IP (intellectual property) for digital, console and mobile platforms while expanding research and development efforts on the bleeding edge of gaming technology. We are overjoyed to be a business partner in the city of New Orleans and to be a leader in the growing technology community in Louisiana."

KERRY GANOFSKY
CEO of High Voltage Software Inc.

WESTLAKE CHEMICAL

25 NEW DIRECT JOBS (480 RETAINED), \$2 MILLION IN NEW ANNUAL PAYROLL,
\$330 MILLION CAPITAL INVESTMENT

In October 2014, Westlake Chemical announced the company will expand its ethylene capacity and make other capital improvements in Southwest Louisiana. In Sulphur, Westlake produces ethylene, styrene and polyethylene, which serve as building blocks for plastic products. The ethylene expansion will also create an estimated 1,000 construction jobs at peak activity and will add 250 million pounds of ethylene annually. This additional capacity will increase the company's global ethylene capacity to 3.6 billion pounds annually. To secure the project, Louisiana Economic Development offered the company a competitive incentive package that includes a \$2.5 million Modernization Tax Credit, to be claimed over five years. The company is also expected to utilize Louisiana's Quality Jobs and Industrial Tax Exemption programs.



**Westlake
Chemical**

"We have enjoyed a long and rewarding relationship with Louisiana since our company's inception in Lake Charles in 1986. With the recent developments in shale technology, North America natural gas prices have provided Westlake a low-cost and abundant feedstock for our ethylene plant and the opportunity to expand our olefins business."

ALBERT CHAO
President and CEO of Westlake Chemical

DEL CORPORATION

90 NEW DIRECT JOBS (50 RETAINED), \$62,600 AVG. SALARY,
\$4.3 MILLION CAPITAL INVESTMENT

In October 2014, DEL Corporation announced a \$4.3 million, 40,000-square-foot expansion of the company's manufacturing facility in Scott. The expanded facility will result in increased efficiency and production capacity at the plant. DEL Corporation specializes in the design, manufacturing, sales and rental of customized tank systems and equipment for all types of dredging, dewatering, solids-separation, solids-control and solids-handling projects. To secure the project, the state offered DEL a competitive incentive package that includes a \$215,000 Modernization Tax Credit incentive, to be claimed over five years, along with the serves of LED FastStart. The company is also expected to utilize the state's Quality Jobs and Industrial Tax Exemption programs.



"The No. 1 reason for expanding in Louisiana and particularly the Acadiana area is the work ethic of the people. I have worked on projects all over the United States and nowhere have I found people that work like the people of Acadiana."

BOB KULBETH
President of DEL Corporation

SOLSCAPES LLC

19 NEW JOBS, \$4,000 ECONOMIC GARDENING ASSISTANCE

Established in 2010, SolScapes is licensed in heavy construction and is dedicated to facilitating right-of-way vegetation management services, power line clearance and emergency restoration services. SolScapes is a longtime client of Central Louisiana Economic Development Association and Business Accelerator Services (BAS). When company leadership began looking at ways to expand services into additional regional markets, BAS referred them to Louisiana Economic Development's Economic Gardening Initiative. SolScapes worked with the Economic Gardening Initiative to identify business development leads and gain competitive intelligence in newly identified strategic markets. The company is now working with the Louisiana Small Business Development Center to develop enhanced sales strategies, identify new expansion opportunities, and refine operational and strategic processes. Since its participation in Economic Gardening, the company has added 19 new jobs, increased regular construction income 41.9 percent, increased storm restoration income 39.6 percent, and has invested \$1.025 million in new machinery.

"The pilot program helped me raise the bar in the playing field with our competitors. Knowing my competitors' position in the market, I knew where and where not to be, in order to combine techniques that would make us more innovative. These tools gave me a specific competitive advantage to build successfully."



IVIANA STEWART
Owner of SolScapes LLC

VENTURE GLOBAL LNG LLC

100 NEW DIRECT JOBS, \$70,000 AVG. SALARY, \$4.25 BILLION CAPITAL INVESTMENT

In December 2014, Venture Global LNG announced it will invest \$4.25 billion to build a new liquefaction processing complex and liquefied natural gas export terminal. The facility will be constructed on the Calcasieu Ship Channel at Calcasieu Pass. In addition to 100 new direct jobs, Louisiana Economic Development estimates an additional 326 new indirect jobs will result in Southwest Louisiana and surrounding parishes. With a planned export capacity of 10 million metric tons per year when fully developed, the facility will accommodate oceangoing vessels with a carrying capacity of up to 185,000 cubic meters of liquefied natural gas. Venture Global is expected to utilize Louisiana's Quality Jobs and Industrial Tax Exemptions programs.

"The Venture Global export facility in Cameron Parish, Louisiana, will meet a global market demand for affordable, clean, American-produced liquefied natural gas. Louisiana has become one of the most attractive states to do business, particularly in the energy sector, and we look forward to contributing to the Louisiana success story."

WILLIAM WICKER
CEO of Venture Global LNG LLC



CLEAREDGE WHOLESALE GLASS

120 NEW DIRECT JOBS (20 RETAINED), \$39,300 AVG. SALARY,
\$2.65 MILLION CAPITAL INVESTMENT

In November 2014, ClearEdge Wholesale Glass announced the expansion of the company's manufacturing operations in Louisiana. ClearEdge is investing \$2.65 million to renovate a 41,000-square-foot manufacturing facility in Baton Rouge, where it will relocate current manufacturing operations from a 14,000-square-foot site in New Orleans. The company will create 120 new direct jobs at the Baton Rouge facility and retain 20 existing jobs while continuing to maintain administrative and related retail glass operations in New Orleans. In addition, Louisiana Economic Development estimates the project will result in 113 new indirect jobs. Using state-of-the-art glass fabrication machinery, ClearEdge provides quality glass products to glass shops across the South. The new facility will provide nearly three times the area for the company's manufacturing operations, allowing ClearEdge to keep up with customer demand and conduct new fabrication techniques. To secure the project, the State of Louisiana offered the company the comprehensive workforce solutions of LED FastStart. ClearEdge is also expected to utilize the state's Quality Jobs and Industrial Tax Exemption programs.



"Above and beyond the glass industry, our dream is to create the best company in the world for customers and employees alike. This means a company that provides the best quality, service and well-being for everyone who does business with us. Louisiana is our home state, and we are proud to continue our tradition of producing great products made in Louisiana by Louisianians."

BRIAN LABORDE
Owner of ClearEdge Wholesale Glass

HEXION

13 NEW DIRECT JOBS (55 RETAINED), \$82,300 AVG. SALARY,
\$66 MILLION CAPITAL INVESTMENT

Hexion announced in November 2014 that it will construct a new chemical production facility in St. Charles Parish and upgrade the plant it currently operates in Ascension Parish. The plant expansions will increase Hexion's production of formaldehyde for use by nearby chemical plants in the manufacture of downstream specialty products. The plants will have the capacity to produce more than 400,000 metric tons of formaldehyde per year. Formaldehyde is used as a key additive and binding ingredient in the production of a wide variety of engineered wood products, such as oriented strand board, and in thousands of other chemicals and products, including herbicides and fungicides. To secure the project, the State of Louisiana offered Hexion a Modernization Tax Credit of \$350,000, to be claimed over five years. The company, known as Momentive Specialty Chemicals until a name change in January 2015, is also expected to utilize Louisiana's Quality Jobs and Industrial Tax Exemption programs.

"The additional capacity, which is complementary to our existing integrated network of assets, will enable us to meet the anticipated growth in the Gulf Coast region for several significant and longtime customers."

DALE PLANTE
Executive Vice President of Hexion



PROVIDENCE FOODS LLC

65 NEW DIRECT JOBS, \$26,300 AVG. SALARY, \$490,000 CAPITAL INVESTMENT

In November 2014, Providence Foods announced the company will establish a more than 12,000-square-foot food canning plant in Lake Providence. The new manufacturing facility will produce tomatoes, relishes and sauces. Louisiana Economic Development estimates that in addition to 65 new direct jobs, the project will result in 45 new indirect jobs. Providence Foods will distribute a variety of vegetables and relishes in glass jars, with sliced green tomatoes, jalapeno relish, chow chow and barbecue sauce among the featured items. Larger containers of the company's food products will be marketed to institutional customers. Providence Foods will also produce similar, private-label food items for sale by other companies. To secure the project, the State of Louisiana offered the company a competitive incentive package that includes a \$245,000 Economic Development Award Program grant that will offset infrastructure costs for the Town of Lake Providence, which will own the canning plant site. In addition, Providence Foods is expected to utilize the state's Enterprise Zone and Industrial Tax Exemption programs.



"We want to do everything possible to help Lake Providence and help as many people as possible get jobs. We're also taking an old building, renovating it and placing it back into commerce as a viable processing plant."

REYNOLD MINSKY
Partner of Providence Foods LLC

OXLEAN MAUFACTURING LLC

73 NEW DIRECT JOBS (27 RETAINED), \$55,000 AVG. SALARY,
\$2.1 MILLION CAPITAL INVESTMENT

Oxlean Manufacturing announced in December 2014 that it will invest \$2.1 million to expand and modernize the steel fabrication facility it acquired in Walker earlier in the year. The project will retain 27 existing jobs while creating 73 new direct jobs and resulting in an estimated 122 new indirect jobs. The expansion will include the installation of advanced robotic technology, along with the use of affiliated sophisticated software to expand and modernize the company's manufacture of steel products. Oxlean is expanding the facilities on its 5-acre site by 75 percent, to 28,000 square feet of production area. To secure the project, the State of Louisiana offered Oxlean a competitive incentive package that includes a \$200,000 performance-based Economic Development Award Program forgivable loan to offset the costs of building and site improvements, along with the comprehensive solutions of LED FastStart. The company is also expected to utilize the state's Quality Jobs and Industrial Tax Exemption programs.

"With Oxlean's investment in modern, automated and robotic steel-processing machinery, we endeavor to provide quality workmanship delivered on time."

DALE HUVAL
CEO of Oxlean Manufacturing LLC



QALYTICS LLC

34 NEW DIRECT JOBS, \$27,000 AVG. SALARY

In December 2014, qalytics announced the company will relocate from Seattle to the Louisiana Technology Park in Baton Rouge. The software testing and quality assurance company will create 34 new permanent jobs at the tech park. Louisiana Economic Development estimates the project will result in an additional 35 new indirect jobs in the Capital Region. The company will specialize in quality assurance and other development and publishing services for the digital media industry from its new Baton Rouge headquarters. To secure the project, the State of Louisiana offered qalytics a competitive incentive package that includes utilization of the Digital Interactive Media and Software Development Incentive.

"There are three main reasons why we've chosen to move our business from Seattle to Baton Rouge. First, the digital interactive media tax credit will enable qalytics to be more competitive in the North American and European markets. Second, a team of professionals from LED, the Louisiana Technology Park and the Baton Rouge Area Chamber worked together seamlessly to explain and deliver their programs in a simple, straightforward manner. Third, there's a wealth of talent in Baton Rouge and surrounding areas."

LARRY KELLY
Managing Partner of qalytics LLC



ELMER CANDY CORP.

10 NEW DIRECT JOBS (164 RETAINED), \$42,500 AVG. SALARY,
\$40 MILLION CAPITAL INVESTMENT

In December 2014, Elmer Candy Corp. announced the company will make a \$40 million capital investment and construct a 70,000-square-foot addition at the company's production facility in Ponchatoula. Elmer Candy will retain 164 existing employees while creating 10 new direct jobs. Louisiana Economic Development estimates the project will result in another 4 new indirect jobs, and Elmer Candy estimates the project will generate 130 construction jobs. The expansion includes an investment in new production technology to make the company more efficient, versatile and competitive in the marketplace. It will bring the total plant size in Ponchatoula, including administrative headquarters and distribution facilities, to nearly 400,000 square feet. To secure the project, the State of Louisiana offered the company a competitive incentive package that includes a performance-based \$550,000 Economic Development Award Program forgivable loan to fund equipment purchases, along with the comprehensive solutions of LED FastStart. Elmer Candy is also expected to utilize Louisiana's Enterprise Zone program.

"Our expansion, right here at home, provides a unique U.S. manufacturing model that translates into highly skilled jobs for our associates and ensures the maximum level of quality control and food safety. The LED FastStart program is central to helping Elmer associates learn new job skills, prepare to efficiently utilize our new technology, and increase our capacity."

ROBERT NELSON
CEO of Elmer Candy Corp.



TSE INTERNATIONAL

30 NEW DIRECT JOBS (62 RETAINED), \$40,000 AVG. SALARY,
\$1.18 MILLION CAPITAL INVESTMENT

In October 2014, TSE International announced the expansion of its Shreveport-area manufacturing center. In addition to 30 new direct jobs and 62 retained jobs, Louisiana Economic Development estimates the project will result in an additional 42 new indirect jobs. A leading manufacturer of tension-stringing equipment for the electric utility industry, TSE will expand its Shreveport facility by 10,000 square feet, a 34 percent expansion of the existing space. Through the expansion, TSE will create a dedicated machine shop area while more than doubling the site's current welding capacity. An expanded warehouse and assembly department will be included as the company adds capacity for filling international as well as domestic orders for its specialized equipment. To secure the project, the State of Louisiana offered the company a competitive incentive package that includes a performance-based \$200,000 Economic Development Award Program grant to offset the cost of site infrastructure improvements. TSE will also receive the comprehensive workforce solutions of LED FastStart and is expected to utilize Louisiana's Quality Jobs and Industrial Tax Exemption programs.



"This location allows us easy access to suppliers and shipping ports through the Southern U.S. Our experienced employees, centered in the Shreveport area, drive our success and growth. Being able to significantly expand our skilled workforce by attracting people from the entire region is another reason we chose to expand at our current location."

ROB BARLOW
General Manager of TSE International

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**THIS STATE HAS BEEN
RIGHT-TO-WORK
FOR MORE THAN
THREE DECADES**

**THIS STATE OFFERS
OVER 40 180-DAY
DEVELOPMENT-READY
CERTIFIED SITES**

When GE's financial services arm, GE Capital, sought a business home for its new Center of IT Excellence, New Orleans landed on the company's radar as a signature American city. What surprised GE is the complete value proposition Louisiana offered.

"When selecting a location for a center of this importance, we considered many attractive options across the country," said GE General Counsel and Senior Vice President Brackett Denniston. "Louisiana rose to the top of our list because of the advantages it offers in terms of talent, infrastructure, location and environment."

Today, GE Capital joins IBM, Nucor, CSC, EA, Sasol, CGI, Benteler, Bell Helicopter, CenturyLink and a host of other global corporations that have made major investments in Louisiana in recent years. Since 2008, the state has secured new economic development projects that are resulting in more than 91,000 new direct and indirect jobs and more than \$62 billion in new capital investment. That confidence parallels what independent parties are discovering about Louisiana's rapidly improving business climate. In 2014, the following groups ranked Louisiana's business climate at record-high levels:

- ★ No. 10 from national location marketing firm DCI.
- ★ No. 9 from *Chief Executive* magazine.
- ★ No. 6 in *Area Development* magazine's Top States for Doing Business.
- ★ No. 2 in *Site Selection* magazine's Top U.S. Business Climates.
- ★ No. 1 in *Business Facilities* magazine's 2014 State Rankings Report.

The state's unique business advantages include the No. 1 state workforce training program, LED FastStart®; low business-operating costs; affordable utility rates; comprehensive logistics; expedited permitting; and robust incentives.

A superior quality of life completes Louisiana's competitive business advantage. Researchers from Harvard University and the University of British Columbia rated Louisiana the happiest state in the U.S. in 2014. According to the research, Louisiana claims all five of the happiest cities in the country: Lafayette, Houma, Shreveport-Bossier City, Baton Rouge and Alexandria. On the following pages, read more about the reasons why Louisiana is the new frontier for business opportunity.

LED FASTSTART

Beginning in 2008, Louisiana enhanced its reputation as a great place to do business by launching a bold workforce program, LED FastStart®. By assembling a team of dozens of experienced industry professionals, the program built a platform of highly customized employee recruitment, screening and training solutions for clients needing to rapidly ramp up their workforce in Louisiana.

The results were astounding. As LED FastStart prepared thousands of new workers for expansion and relocation projects in Louisiana, the state's reputation for successful workforce training soared. For the past five years in a row, LED FastStart has ranked No. 1 in the U.S. as "the nation's best state workforce training program," according to *Business Facilities* magazine.

The program matches its experts with a company's subject-matter experts to learn the company's unique processes and culture. After determining the competencies required for each employee to be successful, the LED FastStart team recruits qualified talent to meet the company's requirements. Unique training programs are crafted to ensure high-quality, flexible workers are prepared on day one and beyond.

Unlike other state workforce programs, LED FastStart is positioned under Louisiana's department of economic development, allowing the organization to work closely with prospects and existing companies, and to develop truly customized workforce solutions.

"I don't think there is any program we received from LED FastStart that you would describe as 'off-the-shelf,'" says Ray Peters, vice president for human resources and marketing at wood products manufacturer, RoyOMartin. "Every time we went to them with a problem, we went through a problem-solving scenario with them and they, working with us, said, 'These are some of the solutions we can offer.'"

LED FastStart has developed hundreds of customized workforce training programs for companies across multiple industry sectors, including Fortune 500 firms. Success stories include utilizing advanced technologies in social media recruiting for top IT companies, such as GE Capital, IBM, CSC, CGI and more, and also providing pre-employment training in a new 65,000-square-foot, advanced training center to support Benteler Steel/Tube's \$975 million manufacturing project in Shreveport. **EQ**



EXAMPLES OF LED FASTSTART PROJECTS AS OF DECEMBER 2014

- | | |
|--------------------------------------|--------------------------------------|
| 1 Ronpak | 27 Globalstar |
| 2 CSC | 28 Rain CII |
| 3 Fibrebond Corp. | 29 Halliburton |
| 4 Clement Industries | 30 Shintech |
| 5 Drax Biomass | 31 Jogler LLC |
| 6 Myriant Technologies | 32 Bell Helicopter |
| 7 Benteler Steel | 33 CGI |
| 8 Teleperformance | 34 Methanex Corp. |
| 9 CenturyLink | 35 BASF |
| 10 Lubrication Technologies | 36 National Oilwell Varco |
| 11 Module X Solutions | 37 CF Industries |
| 12 Weyerhaeuser | 38 Nucor Steel |
| 13 Universal Plant Services | 39 4th Source Inc. |
| 14 PaperWorks Industries (Pineville) | 40 Geocent |
| 15 Crest Industries | 41 Lockheed Martin |
| 16 Sutherland Global Services | 42 Folgers |
| 17 Cool Planet Energy Systems | 43 Gameloft |
| 18 Hayes Manufacturing | 44 Metal Shark Boats |
| 19 Gulf Coast Spinning | 45 Crest Industries (Convent) |
| 20 ExxonMobil | 46 Cornerstone/Dyno Nobel |
| 21 Sasol | 47 Agrico Sales |
| 22 Juniper GTL | 48 GE Capital |
| 23 Newpark Resources | 49 International Shipholding Corp. |
| 24 Ameritas Technologies | 50 Performance Software |
| 25 IBM Services Center | 51 Bollinger |
| 26 Pelican Energy Consultants | 52 Danos & Curole Marine Contractors |
| | 53 Cheniere Energy Inc. |

PROBABLY THE MOST NOTABLE STATEWIDE WORKFORCE-DEVELOPMENT INITIATIVE [IN THE UNITED STATES] COMES FROM LOUISIANA. ITS FASTSTART PROGRAMME, LAUNCHED IN 2008, HELPS COMPANIES RECRUIT AND TRAIN WORKERS.

The Economist

LOUISIANA HAS ESTABLISHED THE GOLD STANDARD FOR WORKFORCE TRAINING SOLUTIONS WITH ITS INNOVATIVE LED FASTSTART PROGRAM.

Business Facilities magazine



LED FastStart®, consistently ranked the No. 1 state workforce program in the nation, provides eligible new or expanding companies with customized employee recruitment, screening, training development and training delivery – all at no cost. Based on a company's immediate and long-term needs, FastStart crafts unique programs that ensure high-quality workers are prepared on day one.

LED FastStart
Louisiana's Custom Workforce Solution

FIND OUT MORE AT
OpportunityLouisiana.com/FastStart

Louisiana's recent workforce training investments continue to provide companies with an ever-growing pool of highly skilled, qualified workers. From 2007 to 2012, the state invested more than \$250 million in new and modernized training facilities at community and technical schools, and in 2013, authorized an additional \$250 million in workforce-related projects.

In 2014, the state allocated \$40 million to the Workforce and Innovation for a Stronger Economy Fund (WISE Fund) to better prepare Louisiana students at all levels to compete in the global economy. Today, more than 450,000 workers in Louisiana are employed in occupations relevant to manufacturing (according to Economic Modeling Specialists International) and technology companies in Louisiana have ready access to a skilled workforce that includes over 21,000 informational technology professionals.

Two innovative, advanced manufacturing center projects are underway at Louisiana

community colleges, buoyed by the construction of major industrial projects by Benteler Steel/Tube in Shreveport and Sasol in Lake Charles. These facilities will house state-of-the-art manufacturing technology and are staffed with LED FastStart® team members to enhance all phases of recruitment, assessment and training. Other regional manufacturers will benefit from the advanced training centers after the needs of Benteler and Sasol are met.

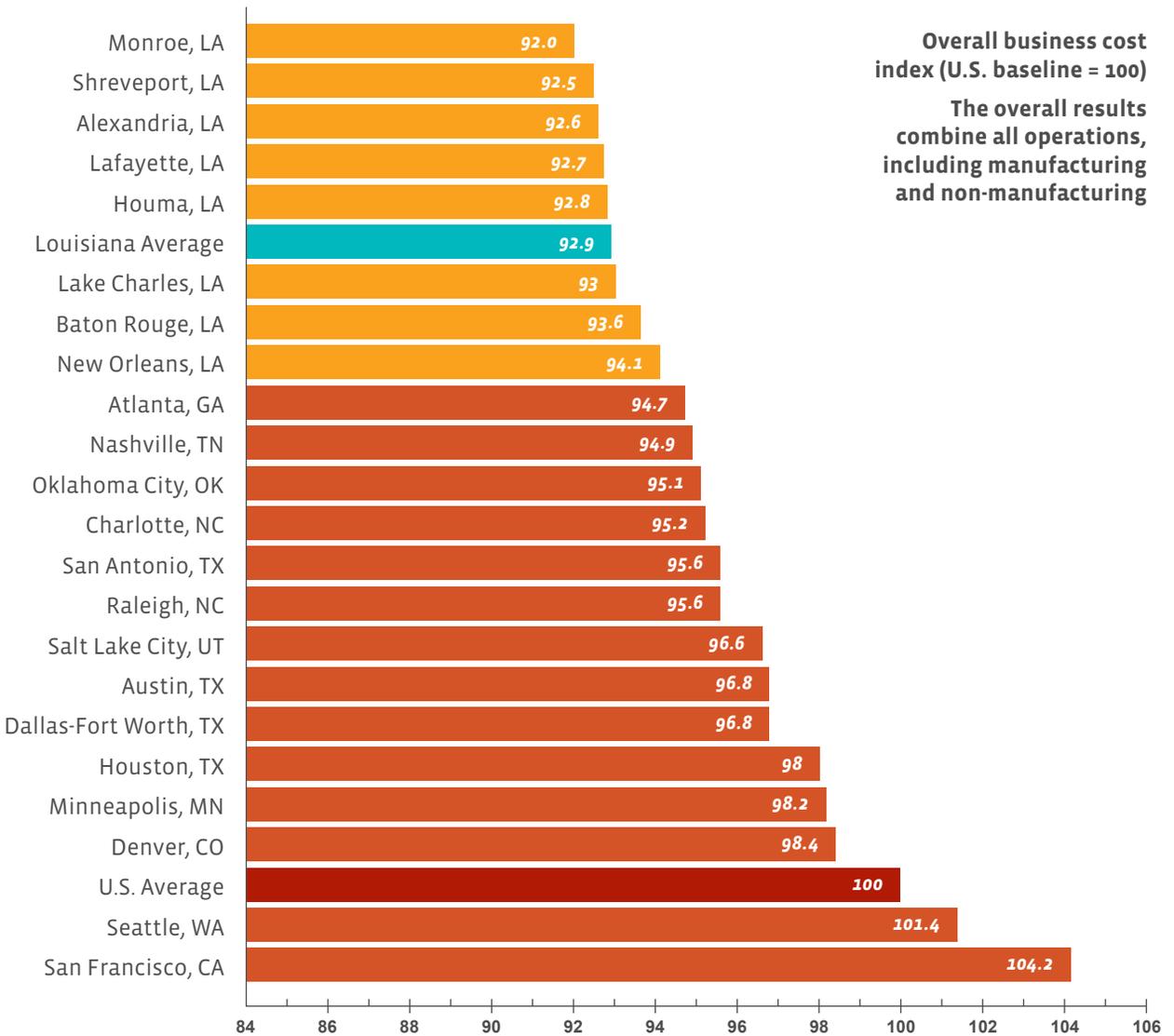
In addition to an abundance of talent and innovative training programs, Louisiana boasts some of the most engaged, hard-working citizens in the U.S.

At a recent DEL Corp. expansion announcement in Scott, company President Bob Kulbeth said, "The No. 1 reason for expanding in Louisiana, and particularly the Acadiana area, is the work ethic of the people. I have worked on projects all over the United States and nowhere have I found people that work like the people of Acadiana." **EQ**

Right-To-Work For More Than Three Decades

LOUISIANA HAS LOWER OVERALL BUSINESS COSTS THAN THE SOUTHEAST AND U.S.

KPMG’s 2014 *Competitive Alternatives* assesses the general cost competitiveness of more than 100 cities in 10 nations. The report compares a variety of costs factors faced by companies in each country and city. These factors include location sensitive costs such as taxes, labor costs, facility costs, transportation and distribution, utilities, and interest and depreciation costs. Three Louisiana cities rank in the Top 5 for the Southeast region of the U.S., and Louisiana’s composite burden ranks No. 1 in the South. **EQ**



Source: KPMG Competitive Alternatives 2014 Edition (KPMG’s Guide to International Business Location Costs)

Louisiana offers some of the lowest state- and-local tax burdens in the nation for most categories of new firms, according to a 50-state analysis conducted by the Tax Foundation and KPMG. The study, *Location Matters: A Comparative Analysis of State Tax Costs on Business*, examines the impact of business taxes on new and mature firms. The study developed an objective measure of the tax costs in all 50 states for model corporations.

A number of think tanks, research groups and media outlets have tackled tax competitiveness analysis, but the Tax Foundation and KPMG note that previous efforts failed to capture actual state business tax burdens, for a variety of reasons. For example, there is much more to the calculation of business tax burdens than tax types and tax rates, because apportionment methods, deductions and credits can significantly impact the actual tax burdens that businesses face in a state.

Studies comparing the value of tax incentives can give the wrong impression that all businesses in a state receive the incentives. Some studies model tax structures and measure the state's tax code relative to that model. This can be a useful tool, but it fails to address the bottom line of how much a company will pay in taxes.

Individual firms considering an expansion frequently calculate their tax bills in various states, but these calculations are not often released publicly and are usually confined to a small number of states.

To develop a study that would fill the gap, the Tax Foundation and KPMG released an apples-to-apples comparison. Tax Foundation economists designed seven model firms, and KPMG modeling experts calculated each firm's tax bill in each state.

Location Matters accounts for all business taxes: corporate income taxes, property taxes, sales taxes, unemployment insurance taxes, capital stock taxes, inventory taxes and gross receipts taxes. Additionally, each firm was modeled twice in each state: once as a new firm eligible for tax incentives and once as a mature firm not eligible for such incentives. **EQ**

RANKINGS OF SOUTHERN STATES BY TAX COSTS FOR NEW FIRMS

STATE	INDEX SCORE*	NATIONAL RANK
LOUISIANA	52.8	2
Oklahoma	65.3	5
Georgia	66.7	6
Arkansas	69.6	8
North Carolina	79.9	13
Alabama	86.4	19
Mississippi	89.3	21
Tennessee	108.7	29
South Carolina	119.4	34
Florida	122.8	36
Virginia	125.9	39
Texas	127.7	42

RANKINGS OF SOUTHERN STATES BY TAX COSTS FOR MATURE FIRMS

STATE	INDEX SCORE*	NATIONAL RANK
Georgia	71.8	3
North Carolina	80.8	7
LOUISIANA	84.1	10
Virginia	84.4	11
Texas	85.9	12
Alabama	86.0	13
Oklahoma	87.1	16
Florida	90.6	19
Tennessee	101.3	29
Arkansas	102.8	30
South Carolina	103.8	32
Mississippi	109.2	37

*The index score was created by dividing each state's effective tax rate by the national average

A TAX FOUNDATION AND KPMG STUDY SHOWS LOUISIANA OFFERS A COMPETITIVE BUSINESS TAX BURDEN

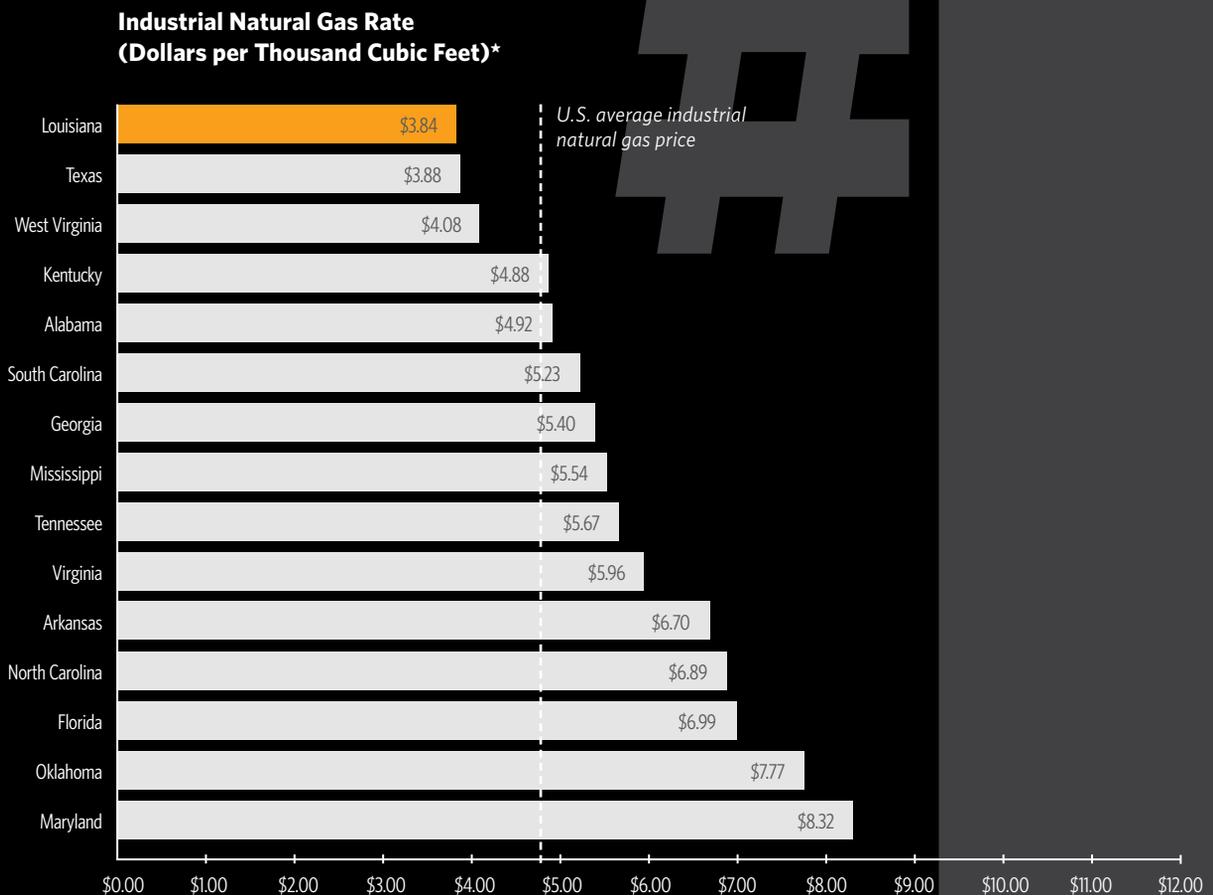
The state achieved top rankings for having some of the lowest state-and-local tax burdens across several categories of new firms.

STATES	 CAPITAL-INTENSIVE MANUFACTURING	 LABOR-INTENSIVE MANUFACTURING	 R&D FACILITY	 CORPORATE HEADQUARTERS
ALABAMA	18	13	29	24
ARKANSAS	29	14	6	5
FLORIDA	44	34	38	32
GEORGIA	20	7	8	23
LOUISIANA	1	1	1	2
MISSISSIPPI	39	22	18	20
NORTH CAROLINA	21	9	24	7
OKLAHOMA	27	15	7	4
SOUTH CAROLINA	43	10	33	22
TENNESSEE	26	41	44	41
TEXAS	42	43	43	35
VIRGINIA	49	44	39	28

Source: Location Matters: A Comparative Analysis of State Tax Costs on Business, 2012

LOUISIANA'S LOW UTILITY LOW OPERATIONAL COSTS FOR YOUR BUSINESS

Louisiana offers low industrial utility rates, with both industrial electricity and industrial natural gas prices from 2012-2014 averaging less than the U.S. average.



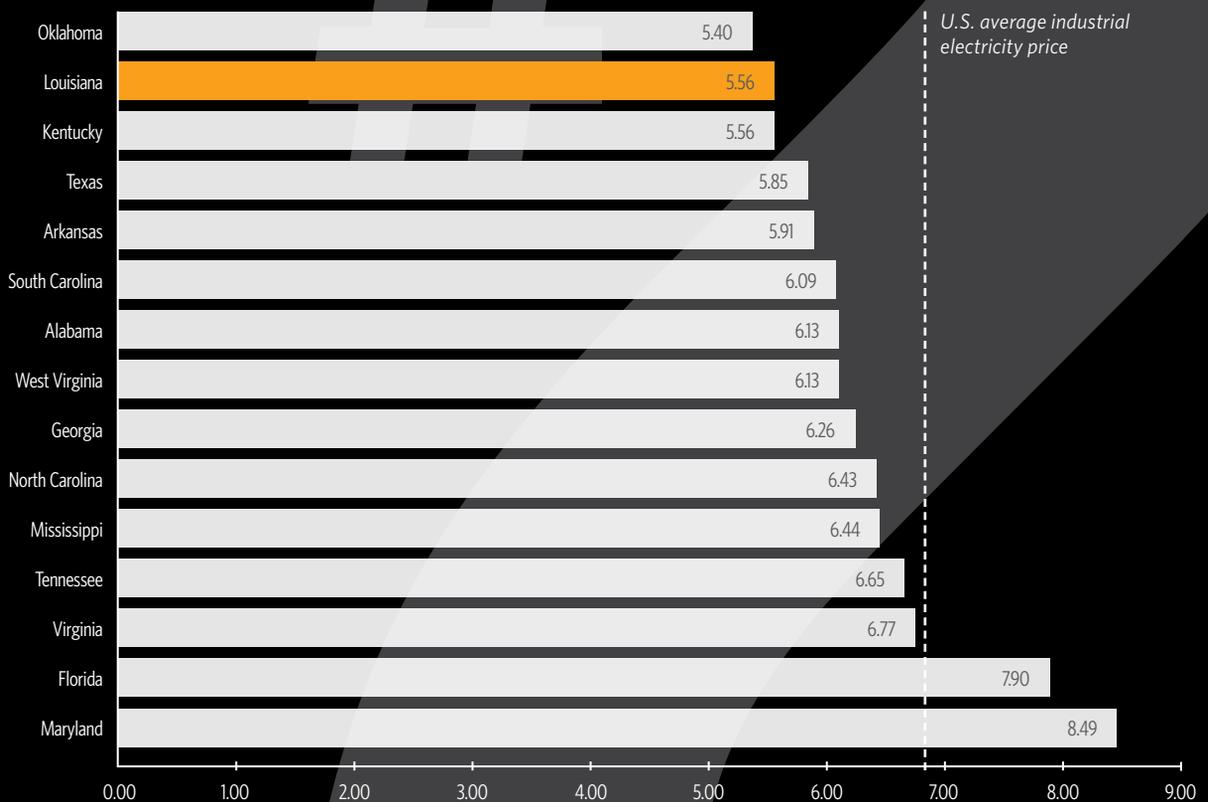
* 2012-2014 average / Source: U.S. Energy Information Administration - latest data available at printing

**LOWEST INDUSTRIAL NATURAL GAS RATES
IN THE SOUTH**

UTILITY COSTS MEAN HIGHER COSTS FOR COMPANY

In fact, the state's natural gas rates were lowest in the South and its electricity rates were second-lowest in the South.

**Industrial Electricity Price
(Cents per Kilowatt-Hour)***



* 2012-2014 average / Source: U.S. Energy Information Administration - latest data available at printing

**SECOND-LOWEST INDUSTRIAL ELECTRICITY RATES
IN THE SOUTH**



Airports

- 1** Shreveport Regional Airport
- 2** Monroe Regional Airport
- 3** Alexandria International Airport
- 4** Lake Charles Regional Airport
- 5** Lafayette Regional Airport
- 6** Baton Rouge Metropolitan Airport
- 7** Louis Armstrong New Orleans International Airport

Railways

- KCS**
- Burlington Northern & Santa Fe**
- Union Pacific**
- Canadian National**
- CSX Transportation**
- Norfolk Southern**
- Short Line/Regional**

LOUISIANA IS ONE OF ONLY TWO STATES IN THE NATION AND THE ONLY ONE IN THE SOUTH WHERE ALL SIX CLASS 1 RAILWAYS CONNECT.

-  Inland Port
-  Deep Draft Port
-  Coastal Port

-
-  1 Port of Caddo-Bossier
 -  2 Red River Parish Port
 -  3 Natchitoches Parish Port
 -  4 Greater Ouachita Parish Port
 -  5 Port of Columbia
 -  6 Port of Lake Providence
 -  7 Port of Madison
 -  8 Port of Vidalia
 -  9 Port of Alexandria
 -  10 Port of Pointe Coupee
 -  11 Port of Mermentau
 -  12 Greater Krotz Springs Port
 -  13 Port Manchac
 -  14 Port of Lake Charles
 -  15 Port of Greater Baton Rouge
 -  16 Port of South Louisiana
 -  17 Port of New Orleans
 -  18 Port of St. Bernard
 -  19 Plaquemines Port
 -  20 West Cameron Port
 -  21 West Calcasieu Port
 -  22 Port of Vermilion
 -  23 Port of Iberia
 -  24 Port of West St. Mary
 -  25 Port of Morgan City
 -  26 Port of Terrebonne
 -  27 Port Fourchon

LOUISIANA LEADS EXPORTS

In 2014, Louisiana earned multiple Top 5 export-related rankings in *Enterprising States 2014*, a new report by an affiliate of the U.S. Chamber of Commerce.



TARGETED INCENTIVES

Louisiana offers new and existing businesses significant advantages with highly competitive incentives and innovative solutions. The state's suite of incentives is available to a variety of industries and can be tailored to fit specific project needs.

For example, Louisiana's Industrial Tax Exemption Program provides a 100 percent property tax abatement for an initial five-year term, with an option for a five-year renewal, on manufacturer's qualifying capital investments.

Vancouver, British Columbia-based Methanex Corp. is utilizing the program in relocating two methanol plants from Chile to Geismar. The new Louisiana facilities will create 165 direct jobs and represent a total of \$1.1 billion in capital investment in the state.

In software, the state's Digital Interactive Media and Software Development Incentive offers a refundable tax credit of 35 percent on payroll for in-state labor and 25 percent for qualified production expenses, with no cap and no minimum requirement. Qualifying products include digital media and games, Web-based and mobile applications, consumer software, entertainment software, business and enterprise software, interactive devices and consoles, and embedded

systems. Companies such as CGI, Gameloft, EA, Qalytics and High Voltage Software are utilizing the incentive to reduce costs and stay competitive.

The Competitive Projects Payroll Incentive Program provides an incentive rebate of up to 15 percent of a participating company's new payroll for up to 10 years. Additionally, a participating company will be eligible for either a rebate of state sales and use taxes on capital expenditures or a 1.5 percent rebate on a project's facility expense. This incentive program, offered by invitation from the Secretary of Economic Development, may be applied to aircraft manufacturing, automobile manufacturing, conversion of natural gas to diesel and industrial machinery manufacturing, among others.

Other discretionary incentives, such as the Economic Development Award Program (EDAP), are available for targeted project needs. Performance-based EDAP grants help fund improvements or expansions of publicly owned infrastructure tied to new economic development projects.

Louisiana's incentives aren't the only support the state offers. From identifying an ideal site, to assisting with permitting, to tailoring workforce development resources and aligning state, city and

COMPETITIVE PROJECTS PAYROLL INCENTIVE PROGRAM

INCENTIVE NAME	PAYROLL REBATE	QUALIFYING INDUSTRY SECTORS
Aerospace Manufacturing Payroll Incentive	12%	aircraft, spacecraft or components manufacturing
Automotive Component Manufacturing Payroll Incentive	13%	motorcycle or other passenger vehicle, or components manufacturing
Automotive Manufacturing Payroll Incentive	15%	automobile manufacturing
AV Equipment Manufacturing Payroll Incentive	15%	audio or video equipment manufacturing
Battery Manufacturing Payroll Incentive	15%	batteries or other power storage device manufacturing
Communications Equipment Manufacturing Payroll Incentive	13%	communications equipment manufacturing
Computer Component Manufacturing Payroll Incentive	15%	computers, computer peripherals or components manufacturing
Consumer Electronics Manufacturing Payroll Incentive	13%	consumer-oriented electronic devices or components manufacturing
Data Management Services Payroll Incentive	11%	data storage or data services (provided at least 75% of sales meet the out-of-state sales requirements)
Engine Manufacturing Payroll Incentive	15%	motors, engines, turbines or components manufacturing
Environmental Control System Manufacturing Payroll Incentive	12%	environmental control systems manufacturing
Gas-To-Liquids Payroll Incentive	15%	conversion of natural gas to diesel, jet fuel, or other refined fuels
Heavy Construction Equipment Manufacturing Payroll Incentive	15%	heavy construction equipment (such as excavators)
Household Appliance Manufacturing Payroll Incentive	14%	household appliances manufacturing
Industrial Machinery Manufacturing Payroll Incentive	12%	industrial machinery manufacturing
Medical Device Manufacturing Payroll Incentive	12%	medical devices manufacturing
Pharmaceutical Manufacturing Payroll Incentive	15%	pharmaceutical products manufacturing
Semiconductor Manufacturing Payroll Incentive	13%	semiconductor manufacturing
Turbine Manufacturing Payroll Incentive	15%	motors, engines, turbines or components manufacturing

THE COMPETITIVE PROJECTS PAYROLL INCENTIVE PROVIDES A REBATE OF UP TO 15 PERCENT OF A PARTICIPATING COMPANY'S NEW PAYROLL FOR UP TO 10 YEARS.

THE DIGITAL INTERACTIVE MEDIA AND SOFTWARE DEVELOPMENT INCENTIVE PROVIDES A 25 PERCENT TAX CREDIT FOR QUALIFIED SOFTWARE AND DIGITAL MEDIA DEVELOPMENT EXPENSES, AS WELL AS A 35 PERCENT TAX CREDIT ON LOUISIANA-BASED PAYROLLS.

THE INDUSTRIAL TAX EXEMPTION PROGRAM PROVIDES A 100 PERCENT PROPERTY TAX ABATEMENT FOR AN INITIAL FIVE-YEAR TERM ON A MANUFACTURER'S QUALIFYING CAPITAL INVESTMENTS.



UNIVERSITY PARTNERSHIPS



WORKFORCE RECRUITMENT AND TRAINING



PRO-BUSINESS CLIMATE

parish resources, Louisiana creatively customizes solutions for new and expanding businesses.

In 2011, Benteler Group, a 135-year-old Austria-based company, made the strategic decision to expand its steel/tube division to North America with its first hot-rolling tube mill in the U.S. Louisiana worked with the company to develop a customized package that included performance based grants for site development, infrastructure and equipment costs. The state also partnered with Benteler to develop a Center for Advanced Manufacturing and Engineering located at Bossier Parish Community College that would support the training efforts for workers on Benteler's projects.

"By removing obstacles, reducing bureaucracy, providing meaningful support and eliminating roadblocks, Louisiana officials at all levels convinced us that this state is the ideal location for our production facility," says Matthias Jaeger, CEO of Benteler Steel/Tube. "Those officials were willing to work closely with us to create an environment and a set of initiatives that made our decision an easy one."

Sasol also found Louisiana to be cooperative, responsive and flexible when the company sought a location for its integrated GTL and ethane cracker complex. The GTL facility would be the first of its kind in the U.S. and to be successful, Sasol required critical resources such as a strong energy infrastructure, access to interstates and highways, port facilities, and a skilled and highly capable workforce. Louisiana officials collaborated with Sasol representatives to develop solutions to support Sasol's GTL and ethane cracker complex. The combined projects have an estimated capital investment of \$19 billion to \$22 billion — the largest foreign direct investment manufacturing project in U.S. history.

"In our experience Louisiana is a state that understands the challenges of modern business, particularly those challenges encountered by the energy and chemical sectors. As a result of this understanding LED has created an environment which it attracts new business and provides the private sector with the opportunity to expand and flourish," said David Constable, CEO of Sasol Ltd.

With this kind of determined collaboration with companies, it is no wonder that Louisiana Economic Development was ranked in the top 10 economic development organizations in the nation. **EQ**

WHAT CAN LOUISIANA CUSTOM FIT FOR YOUR BUSINESS?



LED

LOUISIANA ECONOMIC DEVELOPMENT
OpportunityLouisiana.com

7 England Airpark Heavy Industrial Site W1
 Acreage: 700
 Interstate: I-49 | Distance: 3 miles
 Highway: LA-496 | Distance: Adjacent to Site
 Rail: Union Pacific Railroad | Distance: 3 miles
 Distance to Airport: Adjacent to Site
 Distance to Port: 3 miles

10 Chennault Southwest Site
 Acreage: 343
 Interstate: I-10 | Distance: 4.8 miles
 Highway: LA-397 | Distance: 1.3 miles
 Rail: Union Pacific | Distance: Adjacent to Site
 Distance to Airport: 3.8 miles
 Distance to Port: 7.1 miles

35 Natchitoches Parish Port Site
 Acreage: 370 plus expansion potential
 Interstate: I-49 | Distance: 10 miles
 Highway: US-71 | Distance: Adjacent to Site
 Rail: Kansas City Southern Railroad | Distance: Adjacent to Site
 Distance to Airport: 6 miles
 Distance to Port: Adjacent to Site

24 Globalplex
 Acreage: 130
 Interstate: I-10 | Distance: 11 miles
 Highway: US-61 | Distance: 0.5 miles
 Rail: Kansas City Southern Railroad | Distance: Adjacent to Site
 Distance to Airport: 21 miles
 Distance to Port: 1 mile

9 Evangeline Ward One Industrial Park Expansion
 Acreage: 96.5 (two tracts)
 Interstate: I-49 | Distance: 9 miles
 Highway: LA-3042 | Distance: 1.1 miles
 Rail: Acadiana Railroad | Distance: 0.5 miles
 Distance to Airport: 46 miles
 Distance to Port: 40 miles

25 Williams Memorial Airport Business Park
 Acreage: 64
 Interstate: I-10 | Distance: 61 miles
 Highway: LA-182 | Distance: 0.7 miles
 Rail: Louisiana & Delta/BNSF Railroad | Distance: 1 mile
 Distance to Airport: 57 miles
 Distance to Port: 10 miles

To explore an interactive map of Louisiana's sites and logistics and find more details on each certified site, visit OpportunityLouisiana.com/sites.

The air permit process in many states can take a year or more for major sources. Louisiana's Expedited Permit Processing Program can cut this time down to five to six months. The program allows applicants to reimburse the Louisiana Department of Environmental Quality for overtime costs incurred by employees who work beyond normal business hours to expedite the processing of permit applications.

Applications approved for expedited processing must meet all regulatory requirements, but the five- to six-month timeframe includes the requisite public comment period and any review periods provided to other agencies, such as the U.S. Environmental Protection Agency. To make the process even easier, no upfront fees are required, and an invoice is transmitted to the applicant after the state agency has made the final permit decision. The fees are based on the actual time spent by the employee who performs the work. Over the years, hundreds of companies have taken advantage of the process to move their projects forward at a faster rate. **EQ**

“THE DEVELOPMENT OF LOUISIANA’S EXPEDITED PERMITTING PROGRAM HAS BEEN AN ATTRACTIVE OPTION FOR SHINTECH. IT HAS ALLOWED OUR COMPANY TO GO THROUGH THE REGULATORY PROCESS IN A MORE TIMELY FASHION, ALLOWING US TO BETTER MEET IMPORTANT PROJECT TIMELINES AND SCHEDULES.”

DAVID WISE
 PLANT MANAGER , SHINTECH INC.



THINK BIG

For Your Small Business In Louisiana

NO. 5 for overall small
business friendliness

TOP 10 for seven of
11 categories

*2014 Thumbtack.com Small
Business Friendliness Survey*

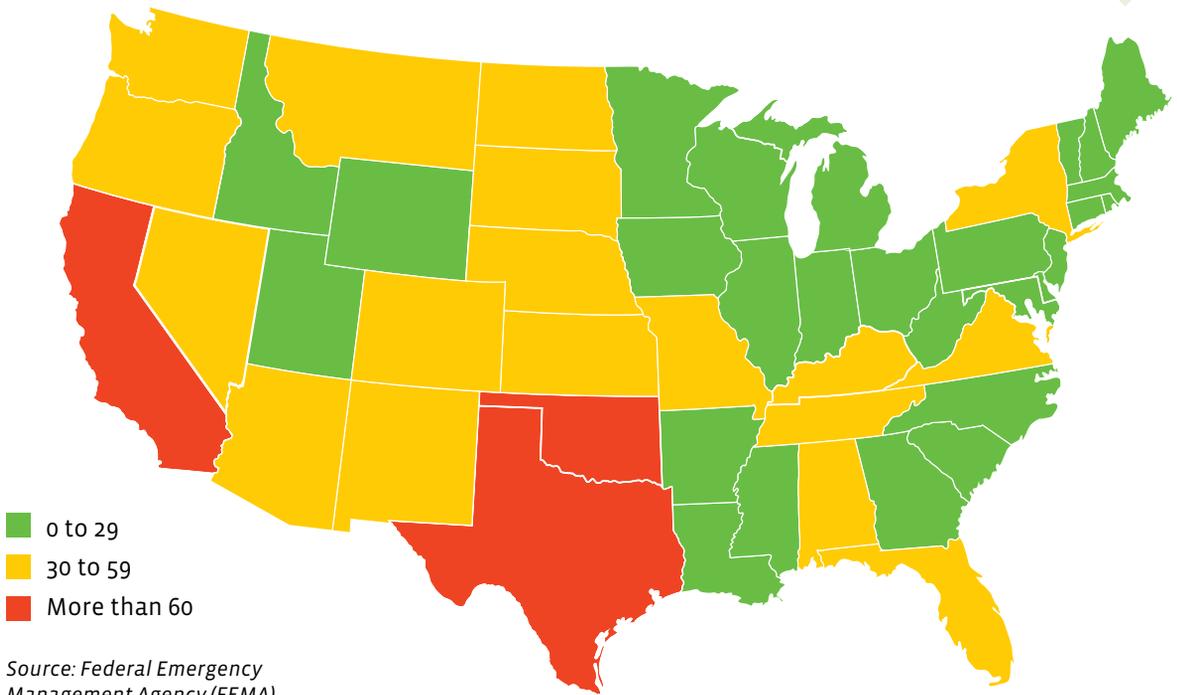
From finding and hiring new employees and workforce training to regulatory and tax friendliness, Louisiana has the tools small businesses need to thrive.

Find out more about what Louisiana can do for your small business at

OpportunityLouisiana.com/smallbusiness.

SINCE 2000, LOUISIANA HAS HAD FEWER FEMA DISASTER DECLARATIONS THAN MOST STATES IN THE CONTINENTAL U.S.

FEMA disaster declarations cover a variety of widespread or localized natural disasters and sometimes involve business interruptions.



AN EMERGING SOFTWARE HUB

MOONBOT

EA

CGI

Perficient

GAMELOFT

CSC

CenturyLink

IBM

GE Capital

DANGER HIGH VOLTAGE SOFTWARE

LED LOUISIANA ECONOMIC DEVELOPMENT
OpportunityLouisiana.com

Greg RUSOVICH

In his dual roles as chairman of the Louisiana Board of International Commerce and chairman of the Port of New Orleans Board of Commissioners, Greg Rusovich commands a unique view of the state's trade sector. Already a leading exporter, Louisiana is poised for further growth in international trade, says Rusovich, with the state's transportation infrastructure and favorable business climate helping establish new global trading partners and greater direct foreign investment.



EQ: *Among the states, Louisiana ranks No. 6 for exports (No. 1 per capita) and is quickly narrowing the gap with No. 5 Illinois. What advantages does Louisiana offer?*

Rusovich: We've made it an attractive place to do business, thanks to low taxes, low regulatory requirements, a skilled and affordable workforce, a willingness to work with our partners, and incredible quality of life. That, coupled with unmatched assets like the Mississippi River, six Class I railroads, six deepwater ports, airports and interstates, makes it easy for a company to answer the question, "How can I get my product to market?"

EQ: *In 2014, Panama went from No. 15 to No. 6 among Louisiana's trading partners, chiefly due to petroleum exports. What do trade relations look like long-term?*

Rusovich: There is big growth potential for trade between Louisiana and Central and South America. Copa Airlines recently announced a direct flight between New Orleans and Panama City, Panama. The expansion of the Panama Canal that is underway now will allow deepwater draft ships to enter the Gulf, and we see lots of opportunities to help get those containers into the U.S.

EQ: *The Port of New Orleans plays a significant role in international trade, and recent activity demonstrates its return as one of the great ports. Tell us about what we can expect in 2015 and beyond.*

Rusovich: It's got the best financials and cargo volume flows we've seen for decades. We estimate a minimum

of a 20 percent increase in our container volume over the next three years and an even greater increase in breakbulk volumes. Chiquita recently relocated their shipping from Gulfport [Mississippi] to New Orleans, and we're seeing International Shipholding Corporation's headquarters coming back to New Orleans from Mobile [Alabama]. Moreover, a mega-plastics district is underway with the establishment of TCI's plastics-resin packaging facility at the port. That's going to allow us to capture significantly more cargo containers to the port that would have gone to Houston.

EQ: *The Louisiana Board of International Commerce was established in 2012 to advance global trade. What is its role?*

Rusovich: Gov. Jindal and the State Legislature (under the leadership of Sen. Appel) put together legislation which launched the Board of International Commerce, a statewide board laser-focused and dedicated to building global trade and foreign direct investment for our state. The board works hand in hand with the Office of International Commerce of LED. We've launched international offices in key, strategic spots, compiled a master plan to guide us, and travelled overseas to secure business. We can all be proud that — for the first time in Louisiana's history — we have put together a solid structure, clear vision and dedicated mission to increase jobs and create additional wealth for our state by ensuring that Louisiana becomes a household, global name for decades to come. **EQ**



LOUISIANA INCENTIVE SNAPSHOT

ECONOMIC INCENTIVES FOR BUSINESSES OF ALL SIZES

▶ COMPETITIVE PROJECTS PAYROLL INCENTIVE

Provides a payroll rebate of up to 15% in target sectors for up to 10 years, and either a 4% sales/use tax rebate on capital expenditures or a facility expense rebate equal to 1.5% of qualifying expenses

▶ COMPETITIVE PROJECTS TAX EXEMPTION

Provides a 10-year property tax abatement in selected parishes on qualifying capital investments of at least \$25 million in targeted non-manufacturing industry sectors. The abatement is for the ad valorem taxes in excess of \$10 million or 10% of the fair market value of the property, whichever is greater

▶ CORPORATE HEADQUARTERS RELOCATION PROGRAM

Provides a rebate of up to 25% of facilities and relocation costs, to be claimed in equal parts over five years

▶ CORPORATE TAX APPORTIONMENT PROGRAM

Provides single-sales factor apportionment to highly competitive projects in order to secure jobs and business investment in target industry sectors

▶ DIGITAL INTERACTIVE MEDIA AND SOFTWARE DEVELOPMENT INCENTIVE

Provides a 35% tax credit for Louisiana resident labor expenditures and a 25% refundable tax credit on qualified production expenditures

▶ ENTERPRISE ZONE PROGRAM

Provides a one-time \$2,500 tax credit per certified net new job, and either a 4% sales/use tax rebate on qualifying expenses or an investment tax credit equal to 1.5% of capital expenditures, excluding tax-exempted items

▶ INDUSTRIAL TAX EXEMPTION

Provides a 100% property tax abatement for up to 10 years on manufacturer's qualifying capital investments

▶ LED FASTSTART®

Provides workforce recruitment, screening and training to eligible new and expanding Louisiana companies at no cost

▶ MOTION PICTURE INVESTOR TAX CREDIT

Provides a tax credit of 30% on qualified production expenditures and an additional 5% tax credit for Louisiana resident labor expenditures

▶ MUSICAL AND THEATRICAL PRODUCTION TAX INCENTIVE

Provides a tax credit of up to 35% on qualified production or infrastructure development expenditures; additional credits available for payroll and transportation expenditures

▶ QUALITY JOBS

Provides a 5% or 6% rebate on annual payroll expenses for up to 10 years, and either a 4% sales/use tax rebate on capital expenditures or an investment tax credit equal to 1.5% of qualifying expenses

▶ RESEARCH AND DEVELOPMENT TAX CREDIT

Provides up to a 40% tax credit for Louisiana businesses (based on employment) that conduct research and development activities in Louisiana

▶ RESTORATION TAX ABATEMENT

Provides a five-year 100% property tax abatement for the rehabilitation of an existing structure based on assessed valuation of property prior to beginning of improvements

▶ SOUND RECORDING INVESTOR TAX CREDIT

Provides a 25% refundable tax credit on qualified expenditures for sound recording productions

▶ TECHNOLOGY COMMERCIALIZATION CREDIT AND JOBS PROGRAM

Provides a 40% refundable tax credit on costs related to the commercialization of Louisiana technology and a 6% payroll rebate for the creation of new direct jobs

SPECIAL INCENTIVES FOR SMALL BUSINESSES

▶ ANGEL INVESTOR TAX CREDIT

Provides a tax credit of up to 35% for individual investors when they invest in early-stage, wealth-creating businesses

▶ ECONOMIC GARDENING INITIATIVE

Provides Louisiana-based small businesses with accelerated technical assistance and research from an experienced national economic gardening team

▶ SMALL BUSINESS LOAN PROGRAM

Provides up to 75% loan guarantees to facilitate capital accessibility

▶ VETERAN INITIATIVE

Provides veteran-owned and disabled, service-oriented, small businesses with greater potential for access to state procurement and public contract opportunities

For more information on Louisiana's incentives visit OpportunityLouisiana.com.

Regions & Partners



REGION	REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION	REGIONAL HUB
1. BAYOU	South Louisiana Economic Council	Houma/Thibodaux
2. SOUTHEAST	Greater New Orleans Inc.	New Orleans
3. CAPITAL	Baton Rouge Area Chamber	Baton Rouge
4. ACADIANA	Acadiana Economic Development Council	Lafayette
5. SOUTHWEST	Southwest Louisiana Economic Development Alliance	Lake Charles
6. CENTRAL	Central Louisiana Economic Development Alliance	Alexandria
7. NORTHEAST	Northeast Louisiana Economic Alliance	Monroe
8. NORTHWEST	North Louisiana Economic Partnership	Shreveport/Bossier

Louisiana has an extensive network of economic development organizations and allies dedicated to helping our communities attract, grow and maintain business in our state.

1. Bayou Region

- Assumption Chamber of Commerce
- Chamber of Lafourche and the Bayou Region
- Houma-Terrebonne Chamber of Commerce
- Lafourche Parish Economic Development
- South Central Industrial Association
- St. Mary Chamber of Commerce
- St. Mary Economic Development
- St. Mary Industrial Group
- Terrebonne Economic Development Authority
- Thibodaux Chamber of Commerce

2. Southeast Region

- Jefferson Parish Economic Development Commission
- New Orleans Business Alliance
- Plaquemines Association of Business & Industry
- St. Bernard Parish Economic Development Foundation
- St. Charles Parish Department of Economic Development & Tourism
- St. James Parish Department of Economic Development
- St. John the Baptist Parish Department of Economic Development
- St. Tammany Economic Development Foundation
- Tangipahoa Economic Development Foundation
- Washington Economic Development Foundation

3. Capital Region

- Ascension Economic Development Corporation
- City of Baton Rouge/
East Baton Rouge Parish
- East Feliciana Parish Economic Development
- Greater Pointe Coupee Chamber of Commerce
- Iberville Chamber of Commerce
- Livingston Economic Development Council
- St. Helena Parish Economic Development Committee
- West Baton Rouge Chamber of Commerce
- West Feliciana Parish Community Development Foundation

4. Acadiana Region

- Crowley Chamber of Commerce
- Evangeline Parish Industrial Board
- Iberia Industrial Development Foundation
- Lafayette Economic Development Authority
- St. Landry Parish Economic Industrial Development District
- St. Martin Economic Development Authority
- Vermilion Chamber of Commerce

5. Southwest Region

- Calcasieu Parish Planning and Development
- Chennault International Airport Authority
- City of Lake Charles Planning and Economic Development Department
- DeQuincy Chamber of Commerce
- DeQuincy Economic Commission
- Greater Beauregard Chamber of Commerce
- Jeff Davis Business Alliance
- Jeff Davis Parish Office of Economic Development
- Jennings Main Street
- Kinder Louisiana Chamber of Commerce
- Lake Charles Downtown Development Authority
- Lake Charles Regional Airport
- Oakdale Area Chamber of Commerce
- Sulphur Industrial Development Board
- The Chamber/SWLA
- The Port of Lake Charles
- West Calcasieu Port, Harbor and Terminal District

6. Central Region

- Alexandria Central Economic Development District
- Alexandria/Pineville Convention and Visitors Bureau
- Alexandria Regional Port Authority
- Avoyelles Parish Port Commission
- Central Louisiana Business Incubator
- Central Louisiana Chamber of Commerce
- Concordia Economic & Industrial Development Board
- Concordia Parish Chamber of Commerce
- England Economic and Industrial Development District
- Greater Alexandria Economic Development Authority
- Greater Vernon Chamber of Commerce
- LaSalle Economic Development District
- North Rapides Business and Industry Alliance
- O.U.T.S.: Olla, Urania, Tullos, Standard Economic Development Board
- Pineville Downtown Development District
- The Rapides Foundation
- Winn Economic and Industrial District

7. Northeast Region

- Bernice Industrial Development Corporation
- Caldwell Parish Industrial Development Board
- Franklin Economic Development Foundation
- Jackson Parish Chamber of Commerce
- Jackson Parish Economic Development
- LA Delta 65 Inc.
- Lake Providence Port Commission
- Monroe Chamber of Commerce

- Morehouse Economic Development Commission
- Rayville Economic Development
- Tensas Revitalization Alliance
- Union Parish Chamber of Commerce
- West Carroll Parish Chamber of Commerce
- West Monroe-West Ouachita Chamber of Commerce

8. Northwest Region

- Arcadia/Bienville Parish Chamber of Commerce
- Bossier Chamber of Commerce
- Caddo-Bossier Port Commission
- City of Natchitoches Economic Development Commission
- Claiborne Chamber of Commerce
- DeSoto Parish Chamber of Commerce
- Greater Bossier Economic Development Foundation
- Greater Shreveport Chamber of Commerce
- Minden-South Webster Chamber of Commerce
- Natchitoches Area Chamber of Commerce
- North Webster Chamber of Commerce
- Red River Parish Chamber of Commerce
- Ruston-Lincoln Chamber of Commerce
- Sabine Parish Chamber of Commerce

In addition to working with these organizations, LED regularly works with municipalities, parishes, police juries and utilities on economic development initiatives.

Statewide partners include:

- American Electric Power/Southwestern Electric Power Company
- Association of Louisiana Electric Cooperatives
- Center for Lean Excellence
- Cleco Corp.
- Entergy Louisiana Economic Development
- Louisiana Association of Planning and Development Districts
- Louisiana Business Incubation Association
- Louisiana Industrial Development Executives Association
- Louisiana Municipal Association
- Louisiana Public Facilities Authority
- Louisiana Small Business Development Center Network
- Manufacturing Extension Partnership of Louisiana
- Police Jury Association of Louisiana
- Ports Association of Louisiana
- Procurement Technical Assistance Center

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